



Department of
Children's Services

Annual Report

State Fiscal Year July 2017 – June 2018

Tennessee Department of Children's Services | November 2018



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Agency Vision, Mission and Strategy

Vision Statement:

Tennessee's children and youth are safe, healthy and back on track for success.

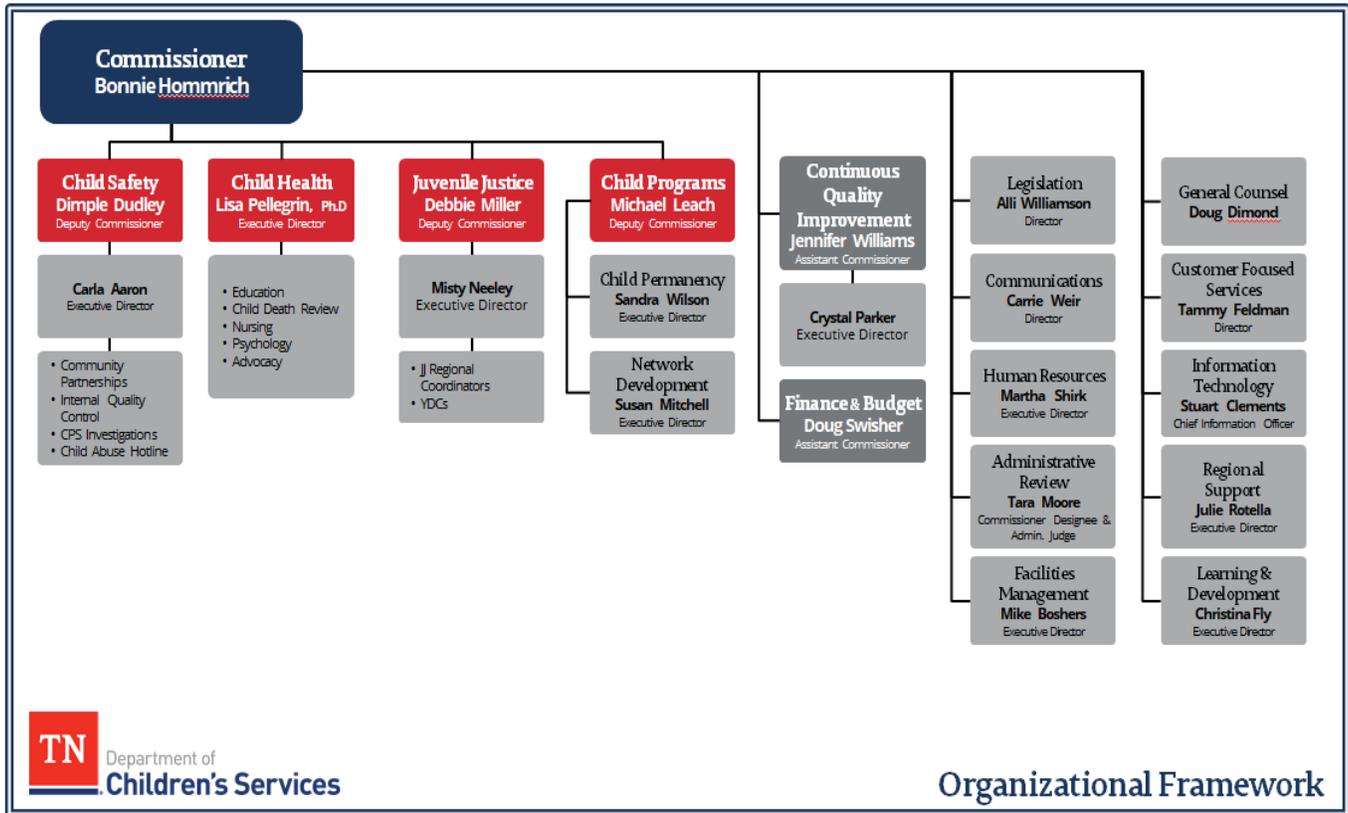
Mission Statement:

Ensure forever families for children and youth by delivering high-quality, evidence based services in partnership with the community.

Strategic Priorities:

1. **Safety, Health, and Permanency:** Ensure every child is safe, healthy and supported in a forever home through quality practice and case management.
2. **Learning Organization:** Use data and continuous quality improvement to ensure practices of DCS and its providers are repeatable, sustainable and produce the best outcomes.
3. **Customer Focused, High-Performing Workforce:** Ensure high-quality customer service that is responsive, engaged, and customer focused.
4. **Partnerships:** Strengthen our work through collaboration with stakeholders and community partners.
5. **Communications:** Foster trust and credibility with internal and external audiences through reliable, accurate, transparent, and timely two-way communication.

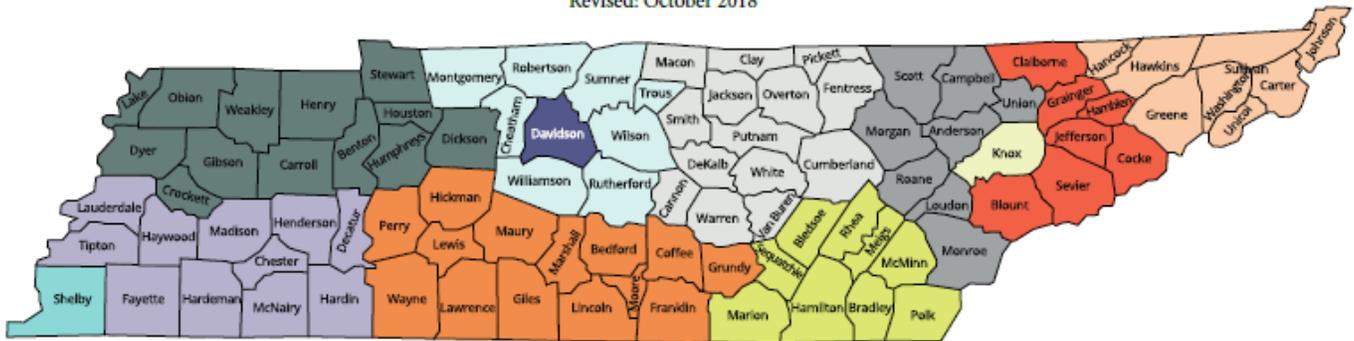
Organization Chart



Department of Children's Services Regional Map

Department of Children's Services Regional Administrators Contact Information

Revised: October 2018



 Northwest, 13 Counties RA Camille Legins (731) 364-3149	 Davidson County Tiwana Woods (615) 532-4009	 East Tennessee, 8 Counties RA Marcy Martin (865) 425-4451
 Mid-Cumberland, 8 Counties RA Lisa Brookover (615) 360-4396	 Upper Cumberland Region 14 Counties RA Cheri Richards (931) 646-3004	 Northeast, 8 Counties RA Sherri Lawson (423) 534-9978
 Shelby County RA Merlene Hyman (901) 578-4371	 South Central, 14 Counties RA Lisa Williamson (931) 490-6115	 Tennessee Valley, 9 Counties RA Joseph Combs (423) 296-2266
 Southwest, 11 Counties RA Angela Johnson (901) 343-7635	 Smoky Mountain, 7 Counties RA Wendy Forster (865) 981-2366	 Knox County RA Charles Baumgardner (865) 201-2463

**Wilder Youth Development
Center (West)**
Somerville, TN
Jane Hayes, Superintendent
(901) 465-7359



A Letter from the Commissioner

November 7, 2018

Dear Friends,

I am both honored and enthusiastic about submitting the Tennessee Department of Children's Services Annual Report for the 2017-2018 State Fiscal Year. This report summarizes a year of accomplishments made possible only through the close collaboration with contract providers, community partners, and a statewide network of dedicated foster parents.

Through engagement in ongoing partnerships with the courts and legislature, we continue to look after the needs of children who come into our care or are at risk of entering state's custody. Through our hard-working staff, the Department remains committed to our mission of protecting Tennessee's most vulnerable children by laying a foundation that supports ongoing improvements and innovations so that children are kept safe, healthy, and on track for success.

Department achievements this year include the following highlights:

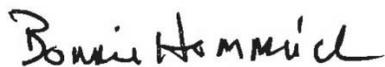
- The Office of Juvenile Justice participated on the Blue Ribbon Task Force on **Juvenile Justice Reform** and worked with the Governor's office to pass legislation to fulfill the recommendations. Additional ongoing improvements under this office include Juvenile Justice custody numbers continuing to decline, currently maintaining a 3 year low.
- DCS has experienced a significant increase in child protective services referrals and children entering custody due to allegations of drug exposure. In response to this, we created **specialized drug teams** to investigate and provide on-going services for families with infants involved with substance abuse in select eastern counties.
- Effective June 30, 2018, the Multi-Agency Collaboration's **Single Team Single Plan Model**, designed to serve families with complex needs and typically at a high risk of coming into foster care, rolled out in at least one county in all twelve DCS regions.
- Each year for the past two calendar years, the Department, in collaboration with its Tennessee Fosters partners, established a **goal for new foster home approvals/certifications** that if met, requires approval of 10% more homes each year than the number that closed in good standing the prior year. In calendar year 2017, the goal was exceeded by approximately 30%. During the first eight months of calendar year 2018, the Department has attained 87% of the goal (765 homes approved so far) and is well positioned to again significantly exceed it by the end of the year.
- The **Domestic Violence Co-Location Model** is being implemented in Madison County to enhance services and advocacy for children and families experiencing domestic violence. The Department of Children's Services, the Tennessee Office of Criminal Justice Programs, Domestic Violence Shelters, and Prevent Child Abuse Tennessee all worked together to increase the knowledge of the

impact of domestic violence and strengthen partnerships for a more coordinated response and approach to families.

- After legislation was passed in July of 2017, the Department of Children's Services, in collaboration with the Administrative Office of the Courts (AOC) and the Department of Mental Health and Substance Abuse Services, established **Safe Baby Courts** in five (5) jurisdictions by January 2018 and will implement five additional jurisdictions by January 2019.

I am very proud of the work Tennessee's child welfare network has achieved together and look forward to the improved outcomes for our children and youth. Thank you for the honor of serving this great state, our children, and our families.

Sincerely,

A handwritten signature in black ink that reads "Bonnie Hommrich". The signature is written in a cursive, flowing style.

Bonnie Hommrich
Commissioner



Office of Child Safety

The Office of Child Safety is responsible for conducting investigations of serious or severe child abuse and neglect. Many of the investigations are coordinated with law enforcement, child advocacy centers, prosecutors, and juvenile court representatives. Additionally, the Special Investigations Unit responds to allegations of abuse and neglect where an employee or volunteer acting as a caregiver is involved in settings such as schools, day cares or foster homes.

The Child Abuse Hotline receives screens and assigns referrals of child abuse and neglect 24 hours a day seven days a week.

The Multiple Response System approach is used to address child abuse and neglect issues. This system addresses the variety of familial situations and the premise that not all child protection cases require the same types of response or intervention. Sometimes children are at extreme risk and need the immediate attention of investigators while some families may not require the intensive intervention of an investigation, but will benefit from the assistance and support of DCS or other community partners to reduce the risk of abuse or neglect and ensure child safety.

Deputy Commissioner Dimple Dudley **Executive Director Carla Aaron**

24,303 *CPS Investigations*

2,242 *CPS Special Investigations*

134,757 *Child Abuse Hotline Calls*

Drug Teams

Tennessee continues to see the impact of substance abuse and addiction related issues on children and families. For the past five years allegations have significantly risen statewide that involved children under the age of twelve months. The creation of a specialized drug team was a strategy that was developed and implemented in 2017 in collaboration with the University of Tennessee Medical Center in Knoxville, which was an area greatly impacted by the opioid epidemic. This effort was to expedite and modify the response to families with substance abuse issues involving infants born or hospitalized at the UT Medical Center exposed to drugs. Due to the increased demand for a specialized approach, additional teams were assigned to work with infants and families from other regional hospitals covering 24 counties in the eastern portion of the state. These teams were supplemented with ongoing Family Support Service units and strengthened with partnerships to address drug addiction such as the Department of Mental Health and Substance Abuse, Department of Health, Tennessee Association of Alcohol, Drug and other Addiction Services, Tennessee Dangerous Drugs Task Force and the Tennessee Bureau of Investigation.

Federal mandates were also instituted that further supported the early intervention and collaborative approach in the department's work with infants born exposed to substance abuse. In July 2017, the Comprehensive Addiction and Recovery Act was passed, which requires the department to implement a Plan of Safe Care for infants who are prenatally exposed to substance abuse. The department developed policy and procedures to implement this process that aligned with prior initiatives and included enhanced training for staff and community partners and technical upgrades to more easily identify and track these cases.

Training

Since July 2017, the OCS Training and Professional Development Division and CPSA management have partnered with the Tennessee Bureau of Investigation and Vanderbilt Center of Excellence to provide the CPS Training Academy. Prior to the CPS Academy, the CPS Investigations Academy and the Assessment Training Academy operated separately, but when combined into one entity, delivered a rigorous curriculum to all child protective services staff. To supplement the experience from the CPS Academy, the Simulation Training Lab, in partnership with the Tennessee Bureau of Investigation was created in 2018. This experiential training module prepares staff for unpredictable and sometimes volatile situations in order to better equip and safely handle difficult situations.

Quality Control

In August 2017, DCS Policy 14.17 "Internal Quality Control for the Office of Child Safety" was created to outline the review processes and was made available online for reference. To date, there have been over 5,700 quality reviews and almost 1,500 Court and CPIT Presentation Evaluations completed.

As part of the quality review expansion, the Quality Review for Supervision was created and implemented in 2017. The QRS was developed to assess the quality of supervisor decision-making within the investigations teams. The QRS process has allowed OCS to address supervisory challenges and focus on

program and practice improvement. To date, there have been almost 300 quality reviews completed for supervisors.

Child Abuse Intake and Screening

The establishment of an intake reader position for each region across the state has been an effort to reduce duplication, provide continuity of care to families and to ensure that multiple case managers are not involved unless mandated by policy. Recognizing the need to improve the intake assessment process at the CAH and how the SACWIS system can work more efficiently, the department contracted with the Children's Research Center again in 2017 to revise the Structured Decision Making Intake Assessment tool and manual.

Safe Baby Courts

The Safe Baby Courts will be modeled after the 'Zero to Three' core components focusing on babies from the age of birth through three years with the goal of reducing the time to permanency, reducing repeat maltreatment, reducing trauma and increasing resource capacity. Prior to the legislation, two jurisdictions were in the process of developing and implementing a Safe Baby Court; Davidson County, which is a large urban district and Grundy County, a rural area with a much smaller population. The department worked closely with the AOC to create resource capacity, develop the Safe Baby Court practice framework and support the implementation process. Several jurisdictions expressed an interest in pursuing a Safe Baby Court and in collaboration with the AOC, the sites chosen were Knox County, which represents a large urban area, Coffee and Madison Counties representing a mid-sized population and Stewart and Johnson Counties representing the small rural communities. The sites are positioned across the state to also represent the east, middle and west geography and culture.

The Year's Highlights

- OCS continues to collaborate with the TBI and community partners to address residential needs while participating in a multi-state collaborative to establish guidelines for service provision addressing trends in Human Trafficking.
- Specialized drug teams have been created to investigate and provide on-going services for families with infants exposed to substance abuse.
- OCS collaborated with the Administrative Office of the Courts (AOC) and the Department of Mental Health and Substance Abuse Services to support two existing Safe Baby Courts and to establish new sites in five jurisdictions.

Office of Child Programs

The Office of Child Programs is guided by a vision of safe and stable child/youth permanency which can best be achieved through partnerships that embrace the principles of trauma informed, family focused, strengths based, culturally sensitive, and collaboratively engaged practice. The Office provides leadership and oversight for three divisions-Custodial/In Home Child Permanency, Network Development, and Regional Operations.

Permanency

During state fiscal year 2017-2018, the Division of Custodial/Non-Custodial Child Permanency continued to build and strengthen internal, external, and collaborative infrastructures to attain and sustain strong permanency support networks for children and families.

Guided by a continued vision that strong partnerships with foster parents, biological families, faith communities, providers and others, enhance a common goal of increasing wrap-around supports for families; the following were areas of focus:

An expansion of the Children's Cabinet Multiple Agency Collaboration (Single Team/Single Plan) The Governor's Children's Cabinet's Multi-Agency Collaboration's Single Team Single Plan project, which began in late 2014, is a model of practice that provides an opportunity for families to voluntarily participate in services that are aligned through a collaborative group of state agencies and community partners. The model allows families to have a Care Coordinator assigned to their case who can assist and provide guidance in the coordination of services from multiple agencies. While the focus of STSP is greater efficiencies in navigating state systems, coupled with access to supports that negate the necessity for custodial entries, the model is also used to help achieve permanency more quickly for children who do enter out of home care. Together with the departments of Health, Mental Health & Substance Abuse, Education, Human Services, and TennCare, the collective goal is to foster single door integrated access to services and supports that build and sustain long term family permanency. As of June 30, 2018, STSP was active in at least one county in all twelve DCS regions

The implementation of enhanced supports for permanency through adoption when reunification is no longer an option

Finding permanent, nurturing homes for children/youth in state custody creates stability and normalcy while reducing the trauma of "not belonging". Historically, approximately 80% of adoption finalizations are with caretakers who have fostered for the child/youth being adopted. The Department therefore has an

Deputy Commissioner of Child Programs

Michael H. Leach

Executive Director of Custodial/In Home

Permanency

Sandra Wilson

Executive Director of Network Development

Susan Mitchell

1,272 adoptions were finalized

69% of children initially placed in a family setting

541-number of college scholarships provided this SFY

792- number of youth served through Extension of Foster Care

10.5-median length of stay for children in foster care

ongoing priority to increase the pool of quality foster homes and to provide adequate supports to those homes. During calendar year 2017, 30% more foster homes were approved than in the prior year and we are on track to have similar results in 2018. Effective July 1, 2017, the Department expanded pre-adoption support to include classroom preparation training and in home counseling for all prospective adoptive parents. At the same time, funding for post adoption services was expanded to prevent disruptions. Between July 1, 2017 and June 30, 2018, the Department finalized 1,272 adoptions. For the same period, 20% more families accessed adoption support services than in the previous fiscal year.

The enhancement of an In Home Family Support Services practice model

Children and families are often best served through the provision of supports and services to reduce the risk of an out of home placement or entry into foster care, and to reduce the likelihood of abuse and/or neglect. Family Support Services recognizes the protective capacities of families and the importance of shared decision making and community connections necessary to strengthen the ability of families to provide care to their children and prevent abuse and/or neglect. During state fiscal year 2017-2018, a statewide workgroup researched evidenced based in-home practice models, and utilized results to develop a tiered response to referrals that is guided by a front end assessment that is connected to child/family needs. Levels of intervention are coupled with a formal process for tracking and adjusting. The model will be piloted in two regions between September, 2018-April, 2019 and evaluated over the course of the eight month period before expansion.

Network Development

The mission of the Placement and Provider Relations Division is to forge an open, honest and collegial partnership between contract provider agencies, field staff and other relevant DCS divisions that are critical for the effective and efficient delivery of services to DCS children. This division is a conduit through which residential services are coordinated and supported in a manner that maximizes the benefits to the children the department is entrusted to serve.

This division currently manages a network of 30 private agencies providing out of home care and services to children in the care of the department and their families. A significant number of these contracts are out-of-home continuum contracts. Continuum contracts allow both providers and regions to coordinate services to children and their families while providing the flexibility to customize service delivery on an individual, child-specific basis. This division is also responsible for providing support, information, guidance, training, coordination and oversight of residential services to ensure an adequate supply of residential resources are delivered expeditiously and efficiently.

Those eligible to be served by this division include all children and youth coming into the custody of the Department of Children's Services needing out-of-home and therapeutic care. This out-of-home care includes Level 1 foster care, Levels 2 & 3 residential and congregate care and Level 4 sub-acute psychiatric care. This division also manages any residential specialty services such as autism spectrum and neuro-developmental programs, medically fragile foster care, residential A&D treatment and juvenile sex offender programs. These programs are all funded through a combination of state and federal IV-E funding.

Office of Juvenile Justice

Juvenile Justice Diversion, Probation, Custody Services

Youth adjudicated as delinquent may be served by DCS through pre-trial diversion, probation supervision, or as custodial youth with in home services or in residential placement. Overall, the number of diversion and probation cases has declined since 2012 and as of June 30, 2018, the current population being served is 1,339. The number of custodial youth has experienced similar declines. These declines follow state and national trends of fewer youth entering custody for delinquent offenses. Today, although there are less than 1,000 juvenile justice youth in custody in Tennessee, only 326 were

served in hardware secure youth development centers last year – this is a 51 percent decline in YDC population since 2012. The average length of stay for youth in a YDC is 6.3 months, a decrease of 32 percent since 2012. And, in 2016 Tennessee became the first and only state to have hardware secure facilities accredited by Council on Accreditation.

While all of these statistics are positive, DCS recognizes that much more can be done to better serve juvenile justice youth and their families. In the last legislative session Governor Haslam sponsored a Juvenile Justice Reform Bill that will bring major changes to the way youth enter the juvenile justice system and additional resources to keep youth out of custody. The legislation provides \$4.5 million to the Department of Mental Health and Substance Abuse Services to purchase evidence based services to prevent youth from entering juvenile justice custody. The legislation also requires juvenile courts to use standardized risk and needs assessments to assure that treatment plans for youth are addressing identified risk and needs and sets guidelines for types of offenses for which youth can be placed in juvenile justice custody. This legislation will take effect July 1, 2019.

DCS made another significant move toward reducing the number of hardware secure beds and increasing resources for community based least restrictive placements for juvenile justice youth. The Gateway to Independence program in Nashville was converted to community based treatment beds under private management in Fall of 2018. Youth who require secure placement will be housed at the state operated Wilder Youth Development Center or the privately managed Mountain View Academy for Young Men.

Prevention Services

The Office of Juvenile Justice provides funding to prevent youth from entering custody. Thirty-one grants were awarded this year to juvenile courts and community agencies that serve youth at risk of entering state custody for delinquency, truancy and other status offenses. Funded services include juvenile court intake, county probation, intensive probation, intensive aftercare, educational programs that provide an effective learning environment and a continuum-of-care for at-risk students.

Deputy Commissioner Debbie Miller

Executive Director Misty Neeley

6.3 months – average length of stay in a Youth Development Center

\$453 – average cost per day at a Youth Development Center

326 – number of youth served in YDCs

1,339 – number of youth on probation

\$23.19 – average cost per day of a JJ youth on probation

In accordance with TCA § 37-1-162, each year the OJJ distributes a State Supplement grant to counties for the improvement of juvenile court services. This year 98 juvenile courts were eligible to receive state supplement funding.

Interstate Compact for Juveniles

The Office of Juvenile Justice administers the Interstate Compact for Juveniles. The Compact is the only legal means to transfer a juvenile's supervision from one state to another and to return out of state runaways. ICJ allows for the return of runaway youth (Escapees, Absconders, Accused Delinquent and Non-Delinquent) who cross state lines and provides for the monitoring/supervision of juveniles on probation or parole (aftercare) who move out of state and still have requirements remaining. Tennessee, as part of the compact, also accepts supervision of probation and parole cases from other states when families move into this state. For SFY 2017-2018, the ICJ program accepted 126 Probation cases and 9 Parole cases for supervision in Tennessee. Tennessee sent 52 Probation cases and 24 Parole cases to other states for supervision. The Office also returned a total of 127 runaway youth to and from Tennessee; this is an increase from last year when 115 runaways were returned.

Public Chapter 1005

The Tennessee State legislature passed Public Chapter 1005 in 2016. This law requires DCS to collect information on the number of local and state probation cases; the total number of children in juvenile justice placements by type of placement; recidivism rates of children served by probation; the number of juvenile justice receiving evidence-based treatment and a listing of juvenile courts that receive prevention grants from the department. This report is submitted annually to the General Assembly by January 31. A copy of this report can be found here: <https://www.tn.gov/dcs/program-areas/qi/policies-reports-manuals/juvenile-justice.html>

The Year's Highlights

- Transition of Gateway to Independence to community based treatment under private management.
- Passage of the Governor's Juvenile Justice Reform Act
- Decrease in number of youth served in hardware secure beds.
- Continued COA and PREA compliance.

Office of Child Health

The Office of Child Health is responsible for the health of children served by DCS. Health is defined broadly to encompass physical, emotional, behavioral, and educational well-being.

DCS serves as the caretaker, ensuring youth in care receive proper healthcare and educational services from community providers, much as a parent makes sure that medical and dental appointments are made and kept, educational services meet needs, and appealing to insurance companies when services are denied.

Executive Director Lisa Pellegrin

95% Statewide EPSD&T screening rate

90% Dental screening rate

1254 Number of times that custody was averted with intervention from Crisis Management Team

Management Team

DCS functions as a Managed Care Contractor along with the other managed care organizations for Medicaid covered services. DCS serves as the MCC for medical/clinical services within residential, and continuum of behavioral healthcare services for children in state custody as other managed care organizations, such as TennCare Select, do for community medical and behavioral healthcare services. The OCH develops clinical guidelines for contract provider services and monitors services delivered on both an individual and system-wide basis. DCS serves as the Local Education Agency for school services to children in state custody provided by contracted providers.

OCH is divided into four divisions; Nursing, Psychology, Health Advocacy, and Education. OCH administratively is located within Central Office; personnel are located in Central Office as well as regionally. Regionally, each of the four divisions is represented by a Licensed Mental Health Clinician, Regional Nurse, Health Advocacy Representative, Services and Appeals Tracking Coordinator and Educational Specialist.

Nursing

The Nursing Director is situated in the DCS Central Office, and Regional Health Nurses are located in all twelve regions, with one Safety Nurse in each of the three grand regions. Child Health Nurses serve to support FSWs, parents/guardians, foster parents, and providers with guidance and technical assistance in navigating the healthcare system. They provide consultation and education to case managers on medical issues seen in children and the impact of a child's medical condition on a child's care, abilities and behaviors. They assist in coordination with hospitals, pediatricians, and other health care providers and interface with TennCare regarding service and accessibility issues, medical necessity, and case management services for custodial children. The nurse monitors children in custody who are designated as Children with Special Healthcare Needs. The Child Safety Nurse has an integral role in the reviews of child deaths, near deaths, and critical incidents in Tennessee.

Psychology

Regional Psychologists/ Licensed Mental Health Clinicians are located in each of the twelve DCS regions. The Clinician reviews the history obtained in the Well Being Information and History form, among other resources, to determine mental healthcare needs and provides prompt feedback to the DCS worker so services can be implemented in a timely manner.

Managed Care Contractor responsibilities include development and oversight of behavioral healthcare policies, development of service standards for DCS contract providers, consultation prior to receipt of congregate care Level 3 and Level 4 services, participation with utilization review of Level 4 services, authorization of medically necessary Crisis Management residential services. Regional Psychologists also monitor child/youth specific emotional/mental health care incidents, including seclusion, restraint, and mental health crisis, and monitor behavioral services of DCS contract providers in conjunction with Quality Control, Risk Management, and Child Programs. The Regional Psychologists/Licensed Mental Health Clinicians provide clinical consultative support to DCS staff within their regions, interfacing with staff in 60-80 meetings/month and interface with the regional Centers of Excellence on case consultation.

Health Advocacy

The Health Advocacy Division is responsible for health care advocacy and assuring needed behavioral and medical services are provided to children in custody, both TennCare-eligible and non-TennCare eligible.

- Principle services are covered through the Early, Periodic Screening, Diagnosis and Treatment program. The Department achieved and sustained an adjusted periodic screening rate for medical services greater than 96 percent statewide and for dental services achieved an adjusted screening rate of 89 percent.
- Effective January 1, 2017 the Department was released from provisions of the federal Grier Lawsuit Consent Decree. However, due process rights still apply for timely delivery of services and appeals for denial, delay or diminution of services.

For many years, the Division has coordinated the network of five Centers of Excellence for Children In or At Risk of State Custody, which are tertiary care academic medical centers and one partner designated by the state as possessing expertise in child behavioral healthcare.

- Typically, over 1000 children and youth have been provided services in the following categories: case consultations; case management and follow-up; on-site reviews; psychological evaluations.
- Trainings were provided in the following areas: Trauma-focused Cognitive Behavioral Therapy, Parent-Child Interaction Therapy, Attachment, Self-Regulation, Competency Building model.
- Stakeholders were convened to begin new learning collaborative on Child/Parent Psychotherapy. This is particularly important because Safe Baby Courts are planned for each DCS Region over the next two fiscal years. The courts are modeled after those promoted by the Zero To Three organization.

The Department's contractual relationship with the COEs will terminate early fall, 2018, when they become providers in the BlueCross/BlueShield network. The intent is to retain priority on COE services to children in or at risk of custody.

The Division administers the Crisis Management Team, a TennCare-funded process which increases the likelihood that children at risk of custody will be treated in the community without coming into custody for services. The team, a part of the DCS Child Health team, has been highly successful in averting custody for hundreds of children. Sources of referral to the CMT include the courts, Department of Children's Services, and parents. The CMT looks forward to significant enhancement of its administrative capacity with the planned inclusion of CMT activities and services for the first time in TFACTS.

The Health Advocacy Division administers *Building Strong Brains Tennessee*, the state's interagency, public/private partnership to address, prevent and mitigate adverse childhood experiences (ACEs) and promote investments in early childhood development. Supported with state appropriations for "ACEs-

related activities”, it is the most notable attempt at prevention of health problems in later life that are highly correlated with the experience of four or more adverse experience prior to age 18.

Education

The Education division of the department advocates for students in state custody who are educated in Youth Development Center schools, provider in-house schools, and public schools. The division is led by the Director of Education and includes fifteen regional Education Specialists, five Central office consultants, and one support staff person. Caregiver/Advocacy efforts include: attending educational meetings, consulting with DCS staff, foster parents, and schools, as well as, providing educational training to departmental personnel and schools. The Education division provided consultation to Child and Family Teams, Family Services Worker, and public/non-public schools over 75,000 times. Education staff participated directly in nearly 2000 Child and Family Team Meetings and over 1300 Individual Education Plan/504 Meetings.

Additionally, the Education Specialists advocated for students in over 250 disciplinary hearings and over 150 specialized foster care review board meetings. Staff also provided 251 educational training sessions for over 2,700 surrogate parents, foster parents, FSWs, and school staff.

The Education Division is utilizing Tennessee’s Longitudinal Data System, P20, which connects data from several different departments. DCS is currently working with Tennessee Department of Education and the Department of Human Resources to analyze early literacy scores. The department is also evaluating other data sources from the Department of Education and Tennessee Higher Education Commission that will help the department improve the way the educational needs of children are met.

The DCS Education Division was honored by the Governor with the task of implementing and providing ongoing support to the new Tennessee National Guard Volunteer Challenge Academy. The mission of the Tennessee Volunteer Challenge Academy is to intervene in and reclaim the lives of at-risk youth, ages 16-18, and produce program graduates with the values, faith, life skills, education, and self-discipline necessary to succeed as productive citizens of Tennessee. Each semester consists of new cadets volunteering in a 22-week residential phase, followed by a 12-month post-residential mentoring phase.

Since the start of this program in July 2017, the interest statewide has amplified and enrollment has increased each semester. This school has been featured in multiple local media stories this past year and 86% of eligible students have earned a high school diploma or high school equivalency diploma.

Office of Training and Professional Development

The Office of Training and Professional Development is responsible for the development and delivery of training to DCS staff, Foster Parents and Contract Agency Trainers.

Executive Director Christina Fly

66 New Supervisors Certified within 6 months.

403 New Case Managers Certified within 90 days

1612 New Foster Parents Completed Pre-Service Training

Over the course of the fiscal year, the division has brought new learning opportunities to DCS staff, contract agencies, and foster parents which include; Quality Contacts Learning and Coaching Collaborative, Family Support Service Practice Model enhancement, Affirming Identities of LGBTQI Youth,

The division has enhanced accessibility learning opportunities by increasing training opportunities for staff via live webinar. The training division is now offering live webinar learning opportunities for courses such as Safe Sleep, Question, Persuade, Refer –Suicide Prevention Training and other courses to our busy staff and foster parents to maximize the best use of employee time, while also providing an interactive online classroom.



Annual Foster Parent Conference

Harmony Family Center in collaboration with the department put on the 2018 Foster Parent Conference Real Life Heroes in August. The conference is a venue for foster parents to complete required training hours, but more importantly to network, recharge, and retreat with other foster parents in collaborative learning experience. DCS provided over 90 workshops to more than 750 foster parents and 100 staff members.

The Year's Highlights

- In November 2018, the Office of Training and Professional Development announced the Mentoring Program. This program trains and certifies DCS case managers to serve as peer mentors new hires and other staff in need of additional support. Mentors attend an orientation live webinar, a one day learning collaborative, followed by a minimum of four coaching calls annually. This goal is to improve support for and retention of our greatest resource, our staff. At present, there are 121 certified peer mentors in 2018.
- Domestic Violence is a prevalent issue in child welfare. The Domestic Violence program is a partnership between community partners and DCS Office of Child Safety and Office of Training and

Professional Development to work together for the prevention and intervention of domestic violence. Prevent Child Abuse Tennessee, Tennessee Office of Criminal Justice Programs, Domestic Violence Shelters and DCS will work together to provide a coordinated multidisciplinary approach to enhance services and advocacy for families experiencing domestic violence. Additionally, DCS applied for a VOCA grant to educate child welfare staff on how effectively work with families experiencing domestic violence. One hundred fifty two DCS case manager series staff and trainers attended the Safe and Together Conference in San Antonio, TX in October 2018. DCS also received access to online training modules for 1000 case managers' series staff to expand their knowledge on intersection between domestic violence and child welfare.

- Beginning in April 2018, the Office of Training and Professional Development began offering select trainings to DCS staff, foster parents, and contract agency providers. Cross training opportunities opens up more courses at convenient times, as well as providing an opportunity to network, learn and partner across roles.
- DCS implemented a new PATH Informational Meeting in June 2018. The new process is a 2-hour meeting designed to provide prospective foster and adoptive families with essential information needed to make an informed decision about becoming a professional caretaker in the state of Tennessee. Participants are introduced to the types of children who come into the child welfare system, the role of the professional caregiver, and the process to become a foster, adoptive or kinship parent.
- DCS began working with the Children's Bureau and Spaulding for Children to implement a new national foster parent training pilot in October of 2017. The Core for Teens curriculum is a trauma informed course designed to prepare qualified foster parents to successfully work with older youth who have moderate to serious behavioral health challenges. DCS anticipates that foster parents will be better prepared to conduct self-assessments to determine their ability and capacity to parent youth. In addition, parents will increase their knowledge and ability to meet the unique needs of teens. The goal of this curriculum is to also provide increased stability and permanency, while promoting social and emotional well-being for older youth who have experienced trauma and now exhibit challenging behaviors. This program will be fully implemented in October 2018.

Office of Information Technology

Prior to February 2018, the Office of Information Technology was a division of the Department of Children's Services. Due to a statewide initiative to consolidate IT services, all OIT staff have been reassigned to the Department of Finance & Administration as DCS IT Support. All DCS IT support staff remains 100% dedicated to providing IT support specifically for the Department of Children's Services.

Agency Chief Information Officer, Stuart Clements

DCS IT Support supports approximately:

4100 users of DCS Technology

3800 Computers

8,600 Telecommunications devices

*30 custom and 170 commercially-available
computer applications*

Department of Children's Services Information Technology Support is responsible for the delivery, operation and support of information and communication technology services for the Department of Children's Services.

By far, the largest and most complex application supported by DCS IT Support is the Tennessee Family and Child Tracking System, or TFACTS, which is the mission-critical statewide information system that supports child protection, adoption, foster care, juvenile justice and prevention services provided to the children and families served by DCS.

DCS IT Support is led by the Agency Chief Information Officer and is made up of six interrelated units:

- Production Application Management
- Innovation & Solutions Development
- Business Relationship Management
- Project Management Office
- IT Governance & Administration
- Information Management

The Department's Management Advisory Council provides executive management oversight of information technology activities to ensure that they support business priorities. The MAC meets regularly and is chaired by the DCS Commissioner. DCS Deputy Commissioners, Assistant Commissioners and other executive staff appointed by the Commissioner to serve as voting members. Key MAC responsibilities include:

- Providing leadership and management of the Department's IT portfolio;
- Providing an opportunity for project sponsors to present their technology needs;
- Establishing technology priorities and strategies;
- Approving the initiation of all major IT projects;
- Monitoring the progress of all major IT projects;
- Ensuring business level participation in technology solutions; and
- Evaluating project performance relative to scope, schedule, budget and risk with authority to make any necessary changes and/or end the project.

Information technology projects may also be subject to oversight by other state entities, such as the Solution Review Board, Enterprise Portfolio Investment Committee and the Information Systems Council. Projects that impact TFACTS are subject to additional oversight of the United States Department of Health and Human Services.

The Year's Highlights

- **TFACTS Application Releases** - Sixteen TFACTS releases provided enhancements, defect fixes, and performance enhancements to the application. In addition, fourteen quarterly server patches to production, the data warehouse, and non-production environments were applied.
- **Background Check Project**- This project provides a web page for requestors (i.e. educational facilities, Department of Human Services, day care centers, etc.) to request and receive background check results for prospective employees. It was implemented and completed in June 2018 and was incorporated as a module within the TFACTS application.
- **Tablet Replacement Project** (Ongoing) - Approximately 800 Dell Venue 11 tablets have been replaced with Dell 5289 tablets. Dell Venue 11 tablets were recognized by Dell to have issues causing the lithium batteries to overheat, swell, and separate from the tablet. The DCS IT Support Chief Information Officer successfully negotiated with Dell to replace 2560 Dell Venue 11 tablets with a more reliable device (the Dell Latitude 5289 and Dell 7390) at no cost to DCS – a savings of approximately \$4 million. In addition to replacing the tablets, the docking stations will also be replaced and a stylus will be provided to each user of the new devices. This project is projected to be completed by December, 2018.
- **Report Elimination** - During the current year DCS conducted a project to identify and eliminate unnecessary or duplicated reports across program areas. Numerous project stakeholders worked together to identify and eliminate approximately eighty reports. By removing these reports, DCS recognizes a dramatic reduction in report maintenance activities caused by TFACTS data modifications and cost savings for the storage of content.
- **Commissioner's Dashboard** – Replaced the Commissioner's dashboard with new interactive Tableau visualizations. Visualizations provide data/metrics on various topics such as custody counts, custody demographics, finalized adoptions, Youth Development Center population reports, Child Abuse Hotline call center statistics and more. Executive leadership partnered with DCS IT Support to identify key topics and reporting elements and develop the new dashboards.
- **Enhanced TFACTS Server Clusters** - Increased TFACTS server clusters from two cluster to four clusters. This project resulted in a dramatic increase in statewide TFACTS response time.
- **Telerik Review Project** - Utilized Telerik services to review TFACTS code and implemented recommended code modifications to improve processing speed and response time of TFACTS transactions.
- **JJ Probation Closure Project**- Increased efficiency for TFACTS users by allowing the creation or ending of diversions, probation or aftercare episodes in TFACTS and reducing the number of steps needed to record episodes.

- **JJ Violation Project** - Resulted in the users' ability to create a violation episode for individuals who are on court ordered diversion, probation or aftercare episodes in TFACTS and allowing those individual violations to be consolidated into a report. Reduced the data entry a user has to perform to accomplish these tasks.
- **Child and Adolescent Needs and Strengths (CANS) 2.0 Project**- Updated the CANS module to include new federally mandated requirements. CANS is a multi-purpose assessment tool developed to support care planning and level of care decision-making, to facilitate quality improvement initiatives, and to allow for the monitoring of outcomes of services.
- **High Risk Placement Identification Project** - DCS considers a child/youth as "High-Risk" if their current CANS (Child & Adolescent Needs and Strengths) assessment score is 2 or higher in one of the following domains: Sexual Aggression, Sexually Reactive, and/or Danger to Others. TFACTS was enhanced to provide an immediate visual indicator that a child or youth has been determined to be 'High Risk'. .
- **Title IV-E Candidacy Project**- This project provided a mechanism to identify children who are at serious and imminent risk of removal from their home and DCS is either making reasonable efforts to prevent removal from their home by arranging services, or is petitioning the courts to seek removal from their home. This mechanism allows DCS to identify children who eligible Title IV-E Candidates.
- **Web Service Migration Project** - Migrated our existing web service structure from Jboss 6.1 to Jboss 6.4 as well as converted any web services from Axis2 to CXF. This prepared DCS web structure for future development of interfaces with other agencies that will be needed to support TFACTS.
- **Approvals Performance Project**- Increased TFACTS performance by enhancing the approvals tab in TFACTS modules.
- **Incident Report Project** -Converted the Incident Report application into a single application with upgrades to latest technologies. Aligns Incident Reporting with other TFACTS modules.
- **Planview Project Management System** -Compiled a database of all applications and IT work supporting DCS into the Planview project management system. This allows DCS IT Support to effectively and efficiently manage applications and projects to ensure budgets and timelines are met.

Office of Human Resources

DCS Human Resources manages all departmental human resource functions for over 4,000 DCS employees (This number reflects all staff) located in offices and facilities across the state. This includes managing recruitment, selection and hiring of staff; administering employee benefits; assuring that positions are correctly classified and staff appropriately compensated; and working with leaders to develop strategies for enhancing levels of employee engagement.

Executive Director Martha Shirk

2,555 Total Case Manger Staff

1,503 DCS Case Manager 2: Salary: \$3294.00/month

651 DCS Case Manager 3: Salary: \$3613.00/month

401 DCS Case Manager 4: Salary: \$3895.00/month

Fourteen staff in Central Office Human Resources serve as business partners to Central Office leaders, in addition to providing HR support for Central Office employees. Central Office HR staff provides functional technical assistance to local HR staff. Twenty-six field HR staff in each DCS Region/YDC serves as business partners to Regional/YDC leaders in addition to providing HR support for all DCS field employees.

The Office of Civil Rights is responsible for investigating all complaints where discrimination is alleged is located in HR. The scope of OCR's investigative jurisdiction is not limited to DCS staff, but also includes complaints submitted by DCS clients and/or providers who are under contract with DCS. OCR has the responsibility of responding to local, state and federal complaints (EEOC, DHHS, etc.) which are levied against the department. OCR also had the responsibility of processing fifty-two employee Step I Appeals and forty-two written warning reviews.

The Year's Highlights

- During the past year, DCS Human Resources strongly supported the administration of the Performance Management process and trained and assisted DCS leaders to improve SMART Individual Performance Plans.
- DCS Human Resources continues to be more analytical and strategic by basing decisions on facts and data via Human Resource KPIs to include headcount percentage, overtime use, leave of absence (Worker's Compensation, FMLA, etc.) use, etc.
- HR worked to significantly decrease the timeframe for administering disciplinary action from the date of the incident which resulted in disciplinary action to the date the discipline is administered.
- HR developed a partnership with the Office of Training and Professional Development on talent management initiatives led by the Department of Human Resources.

Office of Continuous Quality Improvement

The Office of Continuous Quality Improvement focuses on assessing child welfare practices, outcomes and compliance by using data and analysis to guide and change policies and practices for casework staff and outcomes for families. Several key divisions fall under the umbrella of the Office of Continuous Quality Improvement. These include Program Evaluation, Performance and Quality Improvement, Child Welfare Licensure, Policy Development, Due Process, Program Accountability Review, Provider Quality Team, Internal Audit, the Department's division ensuring accreditation and Organizational Culture and Workforce Safety.

Assistant Commissioner Jennifer Williams
Executive Director Crystal Parker

150 contract reviews completed by the PAR Team

Over 1,700 quality case reviews completed

157 death or near death reviews were reviewed of which 117 deaths were not in State's Custody

94 policies were revised

Program Evaluation is responsible for the administration of the Child and Family Service Review. The CFRS is a requirement of the Children's Bureau of the United States Department of Health and Human Services and was established to determine conformity to federal standards for state child welfare systems receiving funding through Titles IV-B and IV-E of the Social Security Administration Act of 1935. The CFRS evaluates outcomes for children and families for Safety, Permanency, and Well-Being. The CFRS process includes an assessment of the child welfare system across seven systemic factors: Statewide Information System; Case Review System; Quality Assurance System; Staff and Provider Training Program; Service Array and Resource Development; Agency Responsiveness to the Community; and Foster and Adoptive Parent Licensing, Recruitment, and Retention.

Performance and Quality Improvement is responsible for guiding the Department through the re-accreditation process with the Council on Accreditation. All twelve regions and the Youth Development Center are in compliance with the COA standards. PQI is responsible for monitoring and responding to contract provider safety/well-being concerns and contractual non-compliance performance findings for both residential and non-residential providers. In addition, they monitor foster homes ability to provide safety and promote the well-being of children. The oversight includes safety, medical and behavioral health concerns. PQI also monitors and conducts quarterly fidelity reviews of Case Process Reviews of DCS client records, conducts quality case reviews, lean events, participates in IV-E waiver implementation and monitors data quality on a variety of data entry points. The PQI staff provides technical assistance to the regional and YDC CQI programs.

Internal Audit is responsible for providing management and senior leadership with information they need to make better decisions through practical, cost-beneficial recommendations that promote improving DCS's operations. The primary focus is conducting audits designed to ascertain the efficiency and effectiveness of DCS's various operational and financial programs, processes, and activities. Auditing services are prioritized from a Risk Management approach that focuses on areas determined to be of high risk. Consulting and attestation services are designed to initiate a collaborative approach to address concerns regarding the ever changing business environment. Integrity services are performed to substantiate alleged instances of fraud, waste, and abuse of DCS resources by employees, contractors, consultants, grantees, providers, vendors, or other entities doing business with the Department.

Accreditation unit monitors the completion of self-reporting of critical incidents to COA, as well as the gathering and submission of annual Maintenance of Accreditation evidence. The unit supports regions

and the YDC with the self-study and on-site evidence process, and preparation and management of the site review. Additionally, the unit conducts internal mock site reviews in all regions and the YDC, manages special case reviews and provider support, and provides policy and practice revision expertise.

Child Welfare Licensing is a regulatory authority established under the provisions of the Uniform Administrative Procedures Act providing oversight to those child welfare programs that fall within the purview of applicable state licensing statutes and regulations. These programs include Family Boarding and Group Care Homes, Child Placing Agencies, Residential Child Care Agencies, Maternity Homes, Runaway Shelters, Child Abuse Prevention Agencies, Temporary Holding Resources and Juvenile Detention Centers.

The following information is based on self-reported data collected annually from all agencies licensed by the Tennessee Department of Children’s Services (DCS). This summary reflects data for the 2018 fiscal year. Please note that this information is compiled for *all* reporting licensed agencies and is therefore not limited to those agencies contracting with the department for residential and/or foster care.

Juvenile Detention Centers are temporary, short term “hardware secure” placements primarily serving delinquent youth. Due to the temporary and transient nature of their populations data for these programs has been compiled separately utilizing census and demographic information submitted by these programs to the department on a monthly basis.

All reporting non-secure private and public agencies licensed or approved by the Department of Children’s Services providing residential childcare, including foster care, served **9,621** children during the 2018 fiscal year (July 1, 2017 through June 30, 2018).

The total number of children residing in licensed programs on June 30, 2018 was **4,077**. The average length of stay for children/youth served through residential programs was **248.9** days.

The number of children placed for domestic adoption by licensed private agencies or approved public agencies* totaled **750** children. Of those children placed for domestic adoption through licensed agencies:

- **188** were infants to two years of age
- **142** were age two to six
- **420** were age seven and older

The number of children placed through international adoption by licensed private agencies or approved public agencies totaled **135** children. Of those children placed for international adoption through licensed agencies:

- **33** were infants to two years of age
- **63** were age two to six
- **39** were age seven and older

* Excluding adoptions coordinated through the Department of Children’s Services

Juvenile Detention Data

The following is a compilation of the monthly exit data submitted by Tennessee Juvenile Detention Centers during SFY 2017-2018.

In SFY 2017-2018, there were 12,939 exits reported from Tennessee’s Juvenile Detention Centers. This number is the total of self-reported data submitted by the detention facilities and may include multiple incarcerations in some instances.

There were 1,288 fewer youth (10%) incarcerated in Tennessee in FY2018 than in FY2017.

- Of the total number of incarcerated youth reported- 9,143 (71%) were male and 3,796 (29%) were female.
- The ages of exiting youth were:
 - Aged 13 or younger 1,615 (12 %)
 - Aged 14-17 11,163 (86 %)
 - Aged 18+ 161 (01 %)

The chart below includes each facility and its capacity; the total number of exits and demographics regarding the number of exits by gender and age.

Facility Name	Facility Capacity	Males Exited	Females Exited	Total Exits	Youth Age ≤ 13	Youth Age 14-17	Youth Age ≥ 18
Bedford County	9	174	79	253	43	210	0
Blount County	33	274	104	378	27	344	7
Bradley County	25	292	155	447	44	403	0
Davidson County	32	2433	1441	3874	797	3060	17
Hamilton County	25	649	278	927	98	828	1
Richard L. Bean (Knox Co)	120	895	410	1305	159	1146	0
Madison County	7	450	177	627	80	547	0
McDowell Center	4	159	59	218	15	203	0
Middle TN JDC	58	584	156	740	34	674	32
Putnam County	22	325	119	444	36	408	0
Rhea County	7	146	82	228	44	184	0
Rutherford County	64	647	92	739	28	667	44
Scott County	16	160	26	186	8	169	9
Sevier County	26	262	134	396	52	334	10
Shelby County	135	816	129	945	52	876	17
Upper East Regional	10	301	135	436	40	391	5
Williamson County	12	576	220	796	58	719	19

Policy and Forms Division works with all DCS programs and divisions to develop policies, procedures, manuals and related forms to provide guidance to employees on practice requirements and to make decisions in accordance with applicable laws and rules. Policies and procedures increase accountability and transparency and are fundamental in the continuous quality improvement process. All policies are reviewed annually and revised as needed. All policy revisions and new policies are vetted through a policy review process that includes review by the Policy Review Committee, public preview, and executive and legal review. The department revised 119 forms, 94 policies, 28 protocols, 6 work aids, and 10 manuals/handbooks/guides. In addition, 48 new forms, 15 new protocols, 4 new policies, 2 new manuals, 2 new workaids and 1 new guide were approved and implemented. All DCS policies are available for preview and review at: <http://tn.gov/dcs/topic/policies-procedures>.

Due Process Procedures Division is responsible for oversight of the release of child abuse records when the department intends to provide the identity of an individual determined as a substantiated perpetrator of abuse or neglect to an organization or agency providing for the care of children in the state of Tennessee. DPPD serves a unique role for the department bearing sole responsibility of initiating the department's first level appeal involving formal file review processes for alleged perpetrators of abuse or neglect. DPPD is also the sole area that takes the following actions: provides release of information to other state departments regarding substantiations of abuse/neglect, notifies in-state agencies of Fair Hearing outcomes, completes CPS history searches and shares such results as applicable and necessary per state rules or federal mandates.

Program Accountability Review team developed a new review process and set of guides for detention centers contracted with DCS, which focused around the following five service areas; Prison Rape Elimination Act compliance, Medication Management and Administration, Education, Mental Health and Search Procedures. In May 2018, the review was successfully piloted with the Middle TN Detention Center. As a result, PAR has added four detention centers to the regular SFY 2018-2019 review schedule.

During the SFY 2017-2018 review cycle, PAR completed just over 150 contract reviews among approximately 92 contract providers. Each review fell into 1 of 3 main categories; Custodial Placement Providers (group homes, foster homers, residential, etc.), non-custodial services (CBCAP, CAC, Juvenile Justice Prevention, etc.) and regionally-based Family Preservation Contracts (domestic violence, therapeutic supervised visitation and family intervention services).

Organizational Culture and Workplace Safety: Child Death Review & Safety Systems Analysis

Using Safety Science, the DCS' Child Death Review process was created to increase safe outcomes by identifying and learning from those factors which influence the quality and delivery of services provided to children and their families. The Child Death Review process is a supportive, in-depth, qualitative review conducted in a collaborative relationship with multidisciplinary participants from various DCS program areas and community partners.

Calendar year 2017, 157 deaths and near deaths were reviewed. This included 117 deaths of children not in DCS custody, 23 near deaths of children not in DCS custody, and 17 deaths of children in DCS custody. In many cases, reviewers invite Case Managers who worked with the family, either past or present, to participate in a voluntary debriefing during the review. These debriefings are supportive, facilitated opportunities for professionals to learn and share pertinent information. In calendar year 2017, 229 debriefings were conducted.

This Year's Highlights

- OCQI completed its first CFSR self-review season in September 2017. DCS is working in collaboration with the Children's Bureau and internal and external stakeholders to develop a CFSR Program Improvement Plan based on the findings of that review.
- OCQI is engaging internal and external stakeholders in the development of the 2019-2024 Child and Family Service Plan.
- OCQI completed a successful Central Office accreditation site visit in April 2018.
- OCQI completed a successful accreditation site visit at Wilder Youth Development Center in October 2018.
- OCQI developed a new PAR review process and set of guides for contracted detention centers.
- OCQI helped develop a "Safety Culture Toolkit" of team-based strategies for frontline professionals and leaders on *Advancing a Safety Culture in DCS to Support a Trauma-Informed, Resilient Workforce*. The toolkit is featured in the CPS Academy and is recognized as part of a certified mentoring program.
- Child Welfare Licensing developed and implemented a process for the quarterly evaluation and compilation of data regarding the use of Restrictive Behavior Management in Tennessee's Juvenile Detention Centers, exemplifying positive changes in the scope, frequency and quality of documentation regarding restraint and seclusion practices within our hardware secure facilities.
- Internal Audit developed and adapted a new Quality Assurance and Improvement Program.
- Internal Audit implemented new audit software that includes analytics which will enhance audit reporting and integrity of data in test sampling.

Office of Finance and Budget

The Office of Finance and Budget provides a comprehensive set of fiscal services including general accounting, accounts payable, financial planning, budgeting, revenue maximization, trust accounting, child eligibility services, regional fiscal services, and procurement and contracts administration. In this SFY, DCS managed a total of \$801,313,100 in budgeted resources.

Assistant Commissioner Douglas Swisher
Fiscal Director 3 | Revenue Maximization
Mohamed El-Kaissy

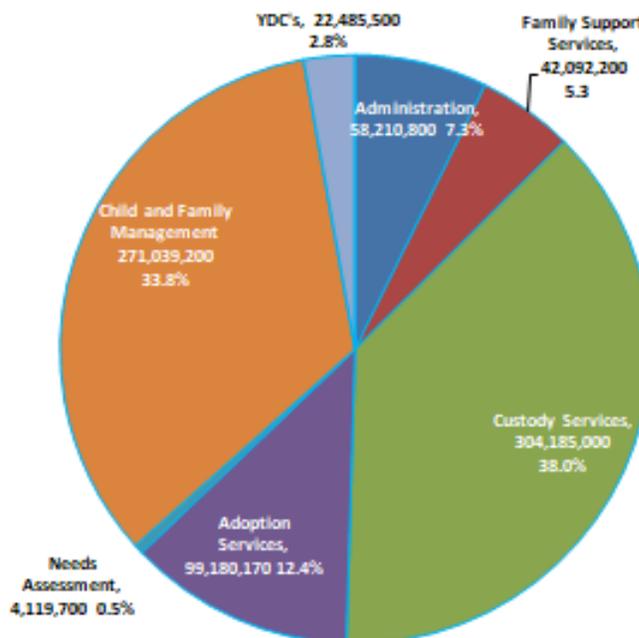
Budget for SFY \$801.3 million

The Year's Highlights

- The department successfully met and exceeded its SFY reversion requirement.
- The department successfully met all Finance and Administration Fiscal year end closing deadlines.
- The department increased Targeted Case Management for Custody and Non custody Penetration rates.
- This division has become National experts in Cost allocation and Performance Based Contracting.

FY 2018 Budget

FY 18 Budget
\$801.3 million



1

Office of General Counsel

The Office of General Counsel provides the highest level of legal advice and representation to the Department of Children’s Services. OGC serves Central Office legal needs and leads more than one hundred field attorneys and staff.

General Counsel Douglas Dimond

Deputy General Counsel Sophia Crawford

In Central Office, OGC offers a wide range of advice and counsel to DCS leadership in all program areas. OGC reviews, summarizes, and analyzes all legislation that could affect the agency. OGC liaises with the Attorney General’s Office on federal litigation and state court appellate and trial litigation. OGC also works with a wide range of external stakeholders, including the Supreme Court’s Administrative Office of the Courts and the Tennessee Council of Juvenile and Family Court Judges, to whom the General Counsel provides a semi-annual review of recent decisions from the Supreme Court and Court of Appeals.

In the field, OGC lawyers ably represent the Department in thousands of child abuse and neglect cases every day in juvenile courts across Tennessee. Field lawyers advise local DCS leadership; draft pleadings and conduct trials of dependency and neglect cases and termination of parental rights cases; and provide training and legal guidance to case managers and other employees. They assist with educational, employment, and juvenile justice issues.

OGC remains heavily involved in rule redesign efforts for several program areas, notably those administered by the Child Safety, Foster Care, and Administrative Procedures divisions. OGC partners with other stakeholders in the child welfare legal field, including the Administrative Office of the Courts, the Tennessee Council of Juvenile and Family Court Judges, the Tennessee Commission on Children and Youth, the Tennessee Alliance for Legal Services, and the Children’s Justice Task Force.

Region	Total Number of Attorneys and Paralegal Staff	Number of Attorney Slots	Number of Attorney filled slots	Number of paralegal slots	Number of paralegal filled Slots
Central Office	8	7	7	1	1
Davidson	5	5	5	0	0
East	7	6	6	1	1
Knox	8	7	7	1	1
Mid-Cumberland	11	10	10	1	1
Northeast	8	7	7	1	1
Northwest	6	5	5	1	1
Shelby	8	7	6	1	1
Smoky Mountain	9	9	9	0	0
South Central	6	6	6	0	0
Southwest	6	5	5	1	1
TN Valley	11	9	9	2	2
Upper Cumberland	8	7	7	1	1

Table accurate as of 6/30/18

Administrative Procedures Division

The two attorneys, Tara S. Moore and Carol Marcum, sit as Administrative Judges and preside over the department's contested cases governed by the Uniform Administrative Procedures Act and the Rules of the department. These cases include substantiated child abuse cases; adoption assistance cases where the department has denied, reduced or terminated adoption assistance to adoptive parents; foster care removal cases where the child(ren) has been in the home twelve consecutive months or longer and post adoption cases where the department has denied access to a sealed adoption record.

Attorney IV Tara S. Moore

Attorney III Carol Marcum

277 Substantiated Child Abuse Appeals Filed

29 Adoption Assistance Appeals Filed

15 Foster Care Removal Appeals Filed

3 Post Adoption Appeals Filed

Office of Customer Focused Services

The Office of Customer Focused Services is dedicated to responding to questions, comments, concerns, and/or grievances of internal and external customers. OCFS listens to issues, answers questions and addresses a variety of matters for the benefit of children each year.

Director Tammy Feldman

2,547 Complaints/concerns/inquires cases handled from July 1, 2017 to June 30, 2018

Customer Relations Hotline: 1-800-861-1935

OCFS also conducts investigative research and serves as an internal/external liaison and agency representative. The staff in the OCFS provides objective and neutral analysis of data, while maintaining confidentiality and working collaboratively with others. The OCFS is also focused on providing timely, thorough, and accurate responses to inquiries and complaints that come to DCS.

Office of Child Welfare Reform

The Office of Child Welfare Reform was created to coordinate efforts to help the Department exit the Brian A. lawsuit and has been absorbed into Child Programs.

The Assessment Integration division oversees standardized assessment tools, including the Child and Adolescent Needs and Strengths and Family Advocacy and Support Tool, to assist front line staff in developing plans for children and their families based on their individual needs and strengths. In order to improve the quality of DCS's work with families, the Assessment Integration division has also undertaken a new initiative aimed at improving the quality of the assessments, as well as the degree to which the assessment informs and influences case plans and services for families. Preliminary evaluation results demonstrate improvement in critical domains like teaming, planning, and implementation.

The IV-E Waiver is a Federal Demonstration Project that provides an opportunity for states and tribes that administer Title IV-E funding to use the funds more flexibly in order to test innovative approaches for child welfare service delivery and financing. The Tennessee IV-E Waiver uses evidence based strategies to reduce to number of children in out of home care. These include:

- Keeping Foster and Kinship Parents Trained and Supported (KEEP) is an evidence-based support and training program for foster and kinship parents caring for children ages 4 to 12. The goal of the KEEP program is to provide practical tools for dealing with a child's behavioral and emotional problems and to support foster and kinship parents in the implementation of these tools. The program is voluntary and is delivered in a group setting over 16 weeks. KEEP will be implemented in all regions of the state by the end of 2018. A total of 222 foster homes and 337 foster parents have graduated from the KEEP program across seven regions. Additionally, 41 foster homes and 59 foster parents participated in a KEEP Booster group. The KEEP Booster course is intended to reinforce the concepts introduced in the first KEEP group sessions and gives foster parents the opportunity to reflect on implementation of the skills they acquired. Participation in the KEEP Booster allows foster parents to maintain their status as a KEEP Certified Foster Home and is required to continue receiving an increased board rate.
- Nurturing Parenting Program is an evidence-based program with proven effectiveness in treating and preventing the recurrence of child abuse and neglect. NPP is delivered in a family's home over a 16-week period, and lessons are individualized based on the child and family's specific needs. The Nurturing Parenting Program pilot is currently being implemented in the following six regions: East, Knox, Northeast, Smoky, Northwest, and Shelby.

Special Assistant to the Commissioner for Child Welfare Reform Britany Binkowski

337 Foster Parents graduated from KEEP
Program

59 Foster Parents participated in KEEP Booster
Group

Communications

The Communications Office often serves as the public face of DCS. It is the key clearinghouse for internal communications, helping to ensure the statewide staff is in sync with the department's goals and principles.

Director Carrie Weir

This is often the first place the press, researchers and the public turn to, in order to find information and answers about the department. The staff consists of a director, a deputy director and a communications coordinator who doubles as a legislative liaison.

The Communications Office continues to maintain the department's online presence. It updates tn.gov/dcs and teamtntn.gov/dcs and keeps in touch with the social media world on Facebook, Twitter and Tumblr. The office tells the department's stories, especially through the eyes of children and the foster parents who serve them.

Communications works closely with the department's foster-care staff and a team of outside volunteers who are dedicated to TN Fosters, the department's high-profile outreach for the foster-care community.

Legislative Office

Each year when the General Assembly convenes for its legislative session, DCS brings legislation forward that enhances its mission or preserves current practices. The Legislative Office manages the Department's legislative package with input and guidance from the DCS executive team. Staff meets with members of the General Assembly to advocate for legislation and discuss policy.

Director of Legislation Alli Williamson

276 bills tracked and analyzed in 2018

The Office also monitors and tracks legislation daily that may directly or indirectly impact Department operations. The Legislative Office collaborates with program staff to seek input on the impact that legislation will have. The Office ensures that DCS complies with various statutory reporting requirements. It also works to build and foster strong relationships with state legislators, staff, and industry and association representatives.

DCS worked with Governor Haslam's legislative team to carry out and pass the Juvenile Justice Reform Act of 2018. This legislation will bring needed reforms to strengthen families and communities while promoting public safety and ensuring a responsible and effective use of limited resources.

Office of Facilities Management

The DCS Office of Facilities Management is an integrated multifaceted organization devoted to the coordination of current and future Alternative Work Solutions construction plans, space allocation issues, security, real estate contracts/renewals, space reconfiguration, fire and safety issues, maintenance and repairs, testing, building inspections, and emergency response relocation. Facilities Management's Administrative Analysis oversees all purchase orders, bids and requests related to Facilities, while the Facilities Management Investigator oversees all building incident and inspections which are required by State of Tennessee Real Estate and Asset Management, a division of the Department of General Services.

Facilities Management plays an important role in implementing Alternative Workplace Solutions by collaborating with STREAM to design new floor plans to support the AWS work culture, develop a "DCS standard" which will be the template for all new offices and renovations when future leases are procured, and monitor STREAM office renovations and moves. Some features of the DCS standard office include: card access entry systems with electric strike, more secure reception window design, secure zones in which clients and employees can safely interact, and viewing rooms adjacent to all visitation rooms.

Facilities Management acts as the security liaison for the Department of Children Services. The goal is to provide physical protection statewide for all DCS staff by providing security personnel when needed. The department is also responsible for developing and implementing solutions chosen by Central Office that increase the day to day security of the operation. Facilities Management is one of the major contacts for Metro, TBI and other protective agencies.

The Year's Move Highlights

- Hamblen County/Morristown new location is 1077 East Morris Blvd. Suite A
- Tipton County/Covington new location is 845 Highway 51, Park Plaza Shopping Center
- Dickson County/Dickson new location is 213 Beasley Drive
- Upgrades to the methodology of recording field inspection reports were established.

Director Mike Boshers

Operates, either directly or through its county regional offices;

- *99 locations in Tennessee;*
- *Real estate portfolio contains approximately 1,453,235 square feet of space across the state-either leased or owned;*
- *The YDC building values total approximately \$42,316,600.00 (buildings only, not including contents).*

DCS by the Numbers

Foster Homes with At Least 1 Vacancy on 6/30/2018			
Residence Region	DCS	Contract Provider	Grand Total
Davidson Region	81	91	172
East Tennessee Region	82	106	188
Knox Region	98	135	233
Mid Cumberland Region	170	232	402
Northeast Region	169	170	339
Northwest Region	88	57	145
Shelby Region	102	249	321
Smoky Mountain Region	91	112	203
South Central Region	91	133	224
Southwest Region	64	152	216
TN Valley Region	106	151	257
Upper Cumberland Region	119	65	184
(blank)	6	1	7
Grand Total	1,267	1,654	2,921

Children In Custody SFY 2017-2018 by Adjudication*				
Region	DELINQUENT	DEPENDENT/NEGLECT	UNRULY	Grand Total
Davidson	124	876	0	1,000
East	84	895	6	985
Knox	57	1,283	0	1,340
Mid Cumberland	239	1,391	48	1,678
Northeast	127	1,152	27	1,306
Northwest	105	669	33	807
Shelby	378	1,235	0	1,613
Smoky Mountain	135	1,329	5	1,469
South Central	210	1,112	38	1,360
Southwest	151	563	14	728
TN Valley	159	1,098	41	1,298
Upper Cumberland	188	1,109	40	1,337
Grand Total	1,957	12,712	252	14,921

*Adjudication reported as of 6/30/18 or last day of custody if sooner

Children In Custody SFY 2017-2018 by Age*				
Region	0 to 4	5 to 12	Age 13 and Over	Grand Total
Davidson	240	249	511	1,000
East	243	311	431	985
Knox	480	419	441	1,340
Mid Cumberland	357	478	843	1,678
Northeast	377	421	508	1,306
Northwest	208	261	338	807
Shelby	425	366	822	1,613
Smoky Mountain	362	491	616	1,469
South Central	318	428	614	1,360
Southwest	160	202	366	728
TN Valley	358	385	555	1,298
Upper Cumberland	405	398	534	1,337
Grand Total	3,933	4,409	6,579	14,921

*Age reported as of 6/30/18 or last day of custody if sooner

Children in Custody SFY 2017-2018 by Race									
Region	American Indian/Alaska Native	Asian	Black/African American	Multi-Racial	Native Hawaiian/Other Pacific Islander	Unable to Determine	White	(blank)	Grand Total
Davidson	2	4	595	80	2	6	257	54	1,000
East	9	0	17	43	0	2	885	29	985
Knox	1	1	229	198	3	5	903	0	1,340
Mid Cumberland	1	5	342	168	1	1	1,142	18	1,678
Northeast	1	1	39	79	0	2	1,179	5	1,306
Northwest	0	0	135	62	0	2	601	7	807
Shelby	1	5	1,354	36	0	0	213	4	1,613
Smoky Mountain	4	1	52	106	0	3	1,302	1	1,469
South Central	0	1	122	120	0	2	1,115	0	1,360
Southwest	0	0	220	73	2	1	432	0	728
TN Valley	2	1	266	104	1	2	893	29	1,298
Upper Cumberland	0	2	46	80	0	3	1,189	17	1,337
Grand Total	21	21	3,417	1,149	9	29	10,111	164	14,921

Time to Permanency for Custody Exits by Time Frame SFY 2017-2018									
Region	0 to 12 Months	% 0-12 Months	12 to 24 Months	% 12 to 24 Months	24 to 36 Months	% 24-36 Months	Greater than 36 Months	% Greater than 36 Months	Grand Total
Davidson	199	68.9%	63	21.8%	18	6.2%	9	3.1%	289
East	258	81.6%	44	13.9%	8	2.5%	6	1.9%	316
Knox	218	66.9%	88	27.0%	17	5.2%	3	0.9%	326
Mid Cumberland	461	74.4%	143	23.1%	11	1.8%	5	0.8%	620
Northeast	291	78.6%	61	16.5%	15	4.1%	3	0.8%	370
Northwest	179	58.7%	91	29.8%	28	9.2%	7	2.3%	305
Shelby	326	58.8%	153	27.6%	50	9.0%	25	4.5%	554
Smoky Mountain	215	63.4%	97	28.6%	19	5.6%	8	2.4%	339
South Central	317	72.7%	92	21.1%	20	4.6%	7	1.6%	436
Southwest	177	72.8%	49	20.2%	14	5.8%	3	1.2%	243
TN Valley	321	69.0%	82	24.5%	13	3.9%	9	2.7%	335
Upper Cumberland	246	64.4%	102	26.7%	24	6.3%	10	2.6%	382
Grand Total	3,1118	69.1%	1,065	23.6%	237	5.2%	95	2.1%	4,515

*Includes Custody Exits to Reunification, Exit Custody to Relatives/Kin and Permanent Guardianship

Juvenile Justice Probation Caseload Data

Region	JJ Probation Only				JJ Probation w/Custody, Aftercare, ICJ and Diversion				Filled Positions w/Assignments
	Probation	Average	Low Caseload	High Caseload	Probation-Custody-ICJ-Diversion	Average	Low Caseload	High Caseload	
Davidson	35	3.5	1	22	132	13.2	1	28	
East	91	10.1	9	19	164	18.2	1	29	
Knox	9	3.0	3	3	55	18.3	15	20	
Mid Cumberland	196	6.1	1	19	361	11.3	1	25	
Northeast	159	8.0	3	16	266	13.3	1	23	
Northwest	153	12.8	1	23	216	18.0	1	29	
Shelby	23	1.2	3	20	285	14.3	1	40	
Smoky	174	9.7	1	19	285	15.8	3	26	
South Central	167	9.3	1	16	311	17.3	1	22	
Southwest	135	9.6	3	15	245	17.5	11	25	
TN Valley	64	6.4	1	14	180	18.0	2	24	
Upper Cumberland	129	6.5	1	18	271	13.6	3	29	
Unassigned	4	2.0	4	4	5	2.5	1	4	
Grand Total	1,339	7.1	1	23	2,776	14.8	1	40	

Region	JJ Probation Only				JJ Probation w/Custody, Aftercare, ICJ and Diversion				Positions (Vacant and Filled)
	Probation	Average	Low Caseload	High Caseload	Probation-Custody-ICJ-Diversion	Average	Low Caseload	High Caseload	
Davidson	35	4.4	0	22	132	16.5	0	28	
East	91	9.1	0	19	164	16.4	0	29	
Knox	9	3.0	0	3	55	18.3	0	20	
Mid Cumberland	196	6.8	0	19	361	12.4	0	25	
Northeast	159	8.8	0	16	266	14.8	0	23	
Northwest	153	12.8	0	23	216	18.0	0	29	
Shelby	23	1.2	0	20	285	15.0	0	40	
Smoky	174	10.2	0	19	285	16.8	0	26	
South Central	167	9.8	0	16	311	18.3	0	22	
Southwest	135	9.0	0	15	245	16.3	0	25	
TN Valley	64	5.8	0	14	180	16.4	0	24	
Upper Cumberland	129	6.1	0	18	271	12.9	0	29	
Unassigned	4	N/A	1	4	5	N/A	1	4	
Grand Total	1,339	7.4	1	23	2,776	15.4	1	40	

Social Services Caseload Data

Region	Social Services Custody Only				SS Custody with FSS and FCIP				Filled Positions w/Assignments
	Custody	Average	Low Caseload	High Caseload	Custody-FSS-FCIP	Average	Low Caseload	High Caseload	
Davidson	568	8.4	1	26	826	12.1	1	30	
East	497	9.7	1	20	664	13.0	1	20	
Knox	724	11.3	1	20	800	12.5	1	20	
Mid Cumberland	818	8.2	1	22	1,118	11.2	1	32	
Northeast	718	8.9	1	21	962	11.9	1	21	
Northwest	391	8.9	1	18	541	12.3	1	21	
Shelby	790	10.1	1	22	898	11.5	1	26	
Smoky	852	12.2	1	20	1,049	15.0	1	23	
South Central	712	11.0	1	25	930	14.3	1	27	
Southwest	336	6.6	1	18	476	9.3	1	18	
TN Valley	753	12.0	1	22	840	13.3	1	22	
Upper Cumberland	707	9.6	1	23	911	12.3	1	23	
Unassigned	34	2.0	1	6	30	1.8	1	6	
Grand Total	7,900	9.6	1	26	10,045	12.2	1	32	

Region	Social Services Custody Only				SS Custody with FSS and FCIP				Positions (Vacant and Filled)
	Custody	Average	Low Caseload	High Caseload	Custody-FSS-FCIP	Average	Low Caseload	High Caseload	
Davidson	568	5.4	0	26	826	7.8	0	30	
East	497	6.7	0	20	664	9.0	0	20	
Knox	724	8.1	0	20	800	9.0	0	20	
Mid Cumberland	818	6.3	0	22	1,118	8.7	0	32	
Northeast	718	6.8	0	21	962	9.1	0	21	
Northwest	391	5.6	0	18	541	7.7	0	21	
Shelby	790	6.4	0	22	898	7.3	0	26	
Smoky	852	7.5	0	20	1,049	9.3	0	23	
South Central	712	7.4	0	25	930	9.7	0	27	
Southwest	336	5.2	0	18	476	7.3	0	18	
TN Valley	753	7.1	0	22	840	7.9	0	22	
Upper Cumberland	707	6.7	0	23	911	8.6	0	23	
Unassigned	34	N/A	1	6	30	0.0	1	6	
Grand Total	7,900	6.7	1	26	10,045	8.5	1	32	

Active Placements by Region, Level and Placement Type

	Davidson	East	Knox	Mid Cumberland	North-east	North-west	Shelby	Smoky Mtn.	South Central	South-west	TN Valley	Upper Cumberland	blank	Grand Total
Level 1	1,044	900	1,158	1,754	1,141	692	1,540	1,300	1,232	643	1,140	1,078	42	13,664
Foster Home	761	647	851	1,259	800	510	1,082	916	846	445	826	740	33	9,716
Pre-Adoptive	79	69	81	115	89	44	152	105	92	47	89	109	7	1,078
Trial Home Visit	204	184	226	380	252	138	306	279	294	151	225	229	2	2,870
Level 2	45	66	61	92	67	44	70	68	60	28	47	67	1	716
Level 2 Continuum	400	317	380	663	403	237	573	432	454	253	400	415	15	4,942
Foster Home	220	189	234	425	245	147	352	282	267	160	250	265	11	3,047
Group Home	80	56	69	101	67	45	93	65	82	48	61	67	2	836
Pre-Adoptive	29	20	35	42	29	12	38	24	33	17	23	37	1	340
Trial Home Visit	71	52	42	95	62	33	90	61	72	28	66	46	1	719
Level 3	103	69	123	176	114	51	137	91	126	49	99	78	2	1,218
Level 3 Continuum	293	255	343	499	299	200	408	321	340	160	339	295	8	3,760
Foster Home	116	107	146	224	104	97	173	140	139	55	158	134	3	1,596
Group Home	121	85	148	184	128	68	165	123	130	74	134	118	3	1,481
Pre-Adoptive	12	13	6	20	12	6	8	13	12	2	4	8	1	117
Trial Home Visit	44	50	43	71	55	29	62	45	59	29	43	35	1	566
Level 4	41	23	32	47	32	16	45	41	38	19	39	28	0	401
Other	472	368	507	708	434	271	558	483	446	254	476	431	15	5,423
Grand Total	2,398	1,998	2,604	3,939	2,490	1,511	3,331	2,736	2,696	1,406	2,540	2,392	83	30,124

Placement Moves

Region	Zero Moves	One Move	2 Moves	3 or More Moves	Grand Total
Davidson	135	124	71	120	450
East	176	144	105	116	541
Knox	214	166	77	107	564
Mid Cumberland	212	191	118	207	728
Northeast	182	184	88	103	557
Northwest	164	116	51	58	389
Shelby	276	159	111	191	737
Smoky Mountain	225	173	84	144	626
South Central	227	167	110	149	653
Southwest	101	109	65	65	340
TN Valley	183	150	76	116	525
Upper Cumberland	270	164	74	111	619
(blank)	15	1		4	20
Grand Total	2,380	1,848	1,030	1,491	6,749

Children in Full Guardianship with a Sole Goal of Adoption

Region	Children in Full Guardianship with a Sole Goal of Adoption
Davidson Region	43
East Tennessee Region	46
Knox Region	69
Mid Cumberland Region	62
Northeast Region	73
Northwest Region	19
Shelby Region	36
Smoky Mountain Region	85
South Central Region	41
Southwest Region	16
TN Valley Region	63
Upper Cumberland Region	61
Grand Total	614

Upon identifying a sole permanency goal of adoption, efforts begin to free the child/youth for adoptive placement and to recruit and locate an appropriate adoptive family.

Children with Planned Permanent Living Arrangement as a Goal

Region	Children with a PPLA Goal
Davidson Region	5
East Tennessee Region	1
Knox Region	3
Mid Cumberland Region	1
Northeast Region	4
Northwest Region	0
Shelby Region	4
Smoky Mountain Region	6
South Central Region	3
Southwest Region	0
TN Valley Region	4
Upper Cumberland Region	7
Total	38

The goal of PPLA is directly related to a specific resource family/caregiver that is willing to make a long-term commitment to a youth in custody when reunification, adoption, permanent placement guardianship and exit custody to relative or kin are not viable permanency options.

Children in Full Guardianship

Region	Children in Full Guardianship
Davidson Region	50
East Tennessee Region	61
Knox Region	83
Mid Cumberland Region	82
Northeast Region	92
Northwest Region	25
Shelby Region	60
Smoky Mountain Region	110
South Central Region	48
Southwest Region	17
TN Valley Region	80
Upper Cumberland Region	82
Total	790

Full Guardianship is the legal status of a child when all parental rights to the child have been terminated by surrender, court order or clearing the putative father registry and DCS has guardianship of the child with the right to consent to the child's adoption.